

INSIDE **HPC**

Off

Human Performance Center

July 2005



Measuring Performance

**Vice Adm. Moran Calls for Performance Based
Metrics at HPC Performance Summit**

Page 4

**Also ...
Adm. Mike Mullen
Takes the Helm as CNO
Page 7**



In This Month's Edition of

INSIDE HPC

July 2005

www.hpc.navy.mil



HPC Hosts First-Ever Performance Summit ... Page 4

With the vision of sharing information on various performance efforts throughout the Navy and developing strategies for communicating the findings, HPC recently hosted its first-ever Performance Summit in Virginia Beach, Va.

Mullen Relieves Clark as Chief of Naval Operations ... Page 7

Adm. Michael G. Mullen relieved Adm. Vern Clark as Chief of Naval Operations (CNO) during a Change of Command and Retirement Ceremony in Alumni Hall at the U.S. Naval Academy, Annapolis, Md., July 22.

HPC Announces New Human Capital Technologies Directorate ... Page 9

In an effort to streamline performance and ensure a quality human performance improvement product is available to the Navy, HPC announced the formation of a new directorate in July. Showing the increased visibility to Human Capital Technologies, this directorate will work with and coordinate efforts in establishing performance measures and management systems.

HPC Stands Up New Detachment at Naval Safety Center ... Page 10

In an ongoing effort to improve safety throughout the Navy, the Human Performance Center (HPC) established a new detachment at the Naval Safety Center in early June.

(Left) Adm. Mike Mullen delivers his remarks after relieving Adm. Vern Clark as Chief of Naval Operations (CNO). Clark's tenure as CNO began July 21, 2000, making it the longest term served by any CNO since Adm. Arleigh Burke resigned in 1961.

U.S. Navy photo by Ken Mierzejewski

Inside HPC is the official newsletter of the Human Performance Center (HPC) and is a product of the HPC Public Affairs Office.

The editorial content of this newsletter does not necessarily reflect the official views of the command or any other government organization and does not imply endorsement.

HPC Commanding Officer:

Captain Matthew Peters
United States Navy

HPC Executive Director:

Ms. Janet Weisenford
Department of the Navy

Public Affairs Officer

Inside HPC Managing Editor:

Mr. Anthony J. Falvo
Department of the Navy

Inside HPC Writer and Contributor:

Mr. Hugh C. Laughlin
Contractor, MANCON, Inc.

HPC Webmaster:

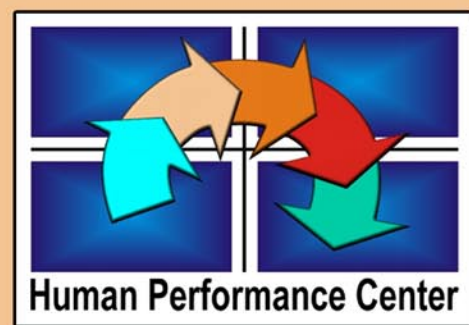
Mr. Hugh C. Laughlin
Contractor, MANCON, Inc.

We are interested in hearing from **you!** Please forward all comments, story ideas and questions to:

Department of the Navy
Human Performance Center
ATTN: Public Affairs Office
2025 Tartar Ave., Suite 100
Virginia Beach, Va. 23461-1924

Submissions and comments may also be emailed to anthony.falvo@navy.mil

Visit us on the World Wide Web at:
<http://www.hpc.navy.mil>



NSPS Planning Schedule

The NSPS Program Executive Office (PEO) announced an update to the NSPS implementation schedule. The PEO is projecting that the NSPS Labor Relations System will become effective for all bargaining unit employees, in late fiscal year 2005. The Performance Based Personnel Management System for Spiral 1.1 employees will deploy in early fiscal year 2006, and the Human Resources System (classification, compensation, staffing, workforce shaping) and the Appeals Process, Spiral 1.1 employees will become effective in January 2006 after the January General Pay Increase.

Information available at: <http://www.donhr.navy.mil/NSPS/default.asp>

NSPS Performance Factor Survey Closes

July 28, 2005: The NSPS Performance Factor Survey closed July 27, 2005, at midnight. Thank you to all those who have taken part! Our next step is to evaluate the information you provided about the relevance of the standard performance factors (or competencies) to your job. This process will help us determine if the factors are appropriate for use in the Department. Thanks again for participating and being part of this important process.

Information available at: <http://www.cpms.osd.mil/nsps/>

UPDATE: IMPORTANT NOTICE TO NSPS SURVEY RESPONDENTS

July 11, 2005: Good news! Over the weekend, we switched to a new server setup that increases our capacity to meet the needs of survey respondents. This means you can access the survey, log on, and begin using the survey with little wait time. You should complete the survey in about 15 or 20 minutes. Your responses will make a difference, so please take this opportunity to let us hear from you about the relevance of performance factors in your job. Please continue to give us feedback through the survey website or our contact us feature about your experience with the survey. Thank you for taking the time to complete the survey. We appreciate your patience.

We have received a number of inquiries related to the security of the employee password. Survey access is through a secure system. Your login information is transmitted from your workstation through the internet using secure encryption methodology. The survey data is stored at an approved, secure site behind a limited access firewall. Direct access to the database is limited to approved users at the hosting facility. The password is used to control access and to provide data for statistical analysis. Once the data is collected, all password information will be destroyed.

Information available at: <http://www.cpms.osd.mil/nsps/>

HPC Hosts Performance Summit

Vice Adm. Moran challenges members to explore fleet-wide 'performance-based measures'

Story by Anthony Falvo
HPC Public Affairs Office

LCDR ABRAHAMSON
JACK



VIRGINIA BEACH, Va. – With the vision of sharing information on various performance efforts throughout the Navy and developing strategies for communicating the findings, the Navy's Human Performance Center (HPC) recently hosted its first-ever Performance Summit in Virginia Beach, Va.

Over the course of the three-day summit, some 40-50 committee members from various Naval commands developed methods on sharing information on various performance efforts across the Navy's vast landscape. These efforts include Sea Warrior, Five Vector Model (5VM), Metrics Repository, Human Performance Systems Model (HPSM) Infrastructure and human capital strategy efforts.

"This is what we envision to be the

first human performance summit," explained Capt. Matt Peters, HPC commanding officer, as the conference kicked-off. "Many of (the participants) have been working with the Navy's Revolution in Training and other critical endeavors over the past few years, but in the end, it all comes down to performance. There are a lot of different angles on performance and what we're going to try to do here is bring them all together.

"In the end, I hope to have an agreement on how we will measure performance across the Navy. What those measures are going to be, how we're going to select them, how we're going to track them and how we bring all of our visions together. That's really what this conference is all about."

Sarah Aust, HPC's head of models and simulations (HPC N74) and conference

presenter, explained that one of the goals of the conference was to allow different participants to leverage information and results from work being done across the fleet and reduce the redundant work that may arise by not communicating.

"This really brought together the players to talk about the various performance efforts going on across the Navy and really start to connect those dots," said Aust. "This is the first time that some of these folks have talked about these performance efforts. So if we can start to connect those dots, share a lot of information and start to put together a 'road map' on how we want to come together as a community going into the future, we'll stop ourselves from recreating the wheel."

See Performance Summit, next page

While collaboration may have been the focus, the summit’s keynote speaker, Vice Adm. Kevin J. Moran, commander, Naval Education and Training Command, challenged the conference participants to begin to take on the harder initiative of establishing performance-based measures across the fleet. As the Navy moves forward and begins to transform the way it fights through efforts like Littoral Combat Ship and Sea Swap, Moran envisions performance-based measures as a way of ensuring that Sailors are ready to handle the technological warfighting advancements of the future.

Moran explained that Sailors have to be prepared to perform and having the defined ability to measure their performance will be essential for future success. “We have got to move to performance-based measures,” said Moran. “A Sailor cannot cross the brow of an optimally-manned ship and not be able to do his or her job.”

The call came after framing his statement with an explanation of ensuring that Sailors are capable of carrying out the job-related tasks that they are tested on in advancement examinations and Navy enlisted classification (NEC) certifications.

“If you’re going to have an optimally manned ship Sea Swap under the Fleet Response Plan,” he explained, “I would venture to guess that a multiple joint tasking will probably be the discriminator on whether or not a Sailor is able to walk across a brow, and sit down on a console on a Littoral Combat Ship, which may be one or two deep in critical areas. As that Sailor, you can’t make a mistake. You have to be able to sit at, and understand that console, be able to push the buttons and understand what’s going on.

“That Sailor has to be able to cross the brow on a Sea Swap initiative and be able to troubleshoot that piece of equipment. We can’t just send them off for a ‘re-hash.’ This is why we need to implement performance-based metrics wherever we can,” Moran continued.

Moran followed his comments with an explanation that the effort to implement performance-based metrics should not only be done soon, but be done by the Navy’s internal community in an effort to speed up results to the fleet “during this time of war.” Traditionally, the Navy has relied upon outside sources for identifying the critical elements that are necessary to implement those performance-based metrics that measure a Sailor’s effectiveness, but with an internal entity performing that work, the Navy will benefit through a quicker turnaround and implementation time.

“We have got to move to performance-based measures. A Sailor cannot cross the brow of an optimally-manned ship and not be able to do his or her job.”

*Vice Adm J. Kevin Moran
Commander
Naval Education and Training Command*



“We’ve got a little work to do,” Moran conceded. “But the time is right, right now. With efforts quickly approaching, like Littoral Combat Ship, we need to know that the Sailor is as ready as can be when crossing that brow. Getting to performance-based metrics is the ‘Holy Grail’.”

At the conclusion of the conference, Aust felt that the group moved forward towards bringing the various organizations and players together in an effort to meet objectives and begin to lay the groundwork for a response to Vice Adm. Moran’s challenge. “We shared a lot of information and built a lot of awareness across the community,” she explained. “We also created a shared understanding of some basic definitions that we really had some differences in.”



With awareness as the base and understandings well defined, conference attendees broke into two working groups and proceeded to attack the problems at hand. The first working group took a hard look at the strategy that would be needed to align the individuals and existing efforts from around the fleet in order to ensure continuity across the force. Using the expertise of the various subject matter experts, the first group categorized the various efforts that are taking place as either a tool or an assessment process and whether that particular effort was designed to meet individual, team or organizational performance needs.

According to Navy Cmdr. Mark Bourne, Ph.D., and head of HPC’s new Human Capital Technology Directorate, the group consensus was that “by design,” HPC will lead the initial discussions for performance alignment. “There are so many great efforts going on right now (across the fleet), that no one organization has a good handle on the vast horizon of performance,” explained Bourne. “So the first step was to identify people who seem to be key players and also identify who needs to be involved that wasn’t involved in this summit.”

The second group took a look at defining the future mission and vision of the performance consortium. With the previously agreed upon definition and unified purpose for the consortium, the second group laid the groundwork for future work and identified the ingredients needed in order for the HPC to begin to unify the various performance efforts across the enterprise. According to Bourne, the work of the second team will help to provide the focus of next performance summit as the HPC attempts to position itself within the Sea Warrior Transformation effort as the organization to lead this alignment.

Keeping the challenge of Vice Adm. Moran in mind and Capt. Peters’ initial hopes of finding a performance measurement agreement, the group came to five key findings that they look to expound upon as it moves forward. According to Bourne, those findings include:

- Promote quality, consistency and standardization of measurement efforts across the Navy
- Provide guidance for performance-based assessment
- Improve the effectiveness and efficiency of assessment performed in the Navy
- Capitalize on improved measurement to enhance the business outcomes of the Navy
- Provide performance data for the entire manpower, performance, training and education (MPT&E) organization

The entire group will continue to meet over time, with the intention of constantly refining its mission and, according to Bourne, ensuring that it is operating with the proper governance. “This is a meeting that needed to occur in order to advance the thought of human performance throughout the Navy,” he explained. “We’re very much at the beginning of being able to reach out and support the entire fleet.”



WASHINGTON - Adm. Michael G. Mullen relieved Adm. Vern Clark as Chief of Naval Operations (CNO) during a Change of Command and Retirement Ceremony in Alumni Hall at the U.S. Naval Academy in Annapolis, Md., July 22.

Secretary of Defense Donald Rumsfeld, Secretary of the Navy Gordon England, and military and Navy leaders from around the world witnessed Mullen officially assuming duties as the U.S. Navy's senior Sailor and Clark completing 37 years of Navy service.

Mullen, a native of Los Angeles, becomes the 28th Chief of Naval Operations. He graduated from the U.S. Naval Academy in Annapolis, Md. in 1968.

Mullen said that during his Navy tour he has learned a lot of lessons from the fleet, with the Sailors. It is with those lessons in mind that he plans to lead the Navy in the future.

"It is out there, in the fleet, at sea with Sailors that I fell in love with the Navy," said Mullen in his first speech as CNO. "It was there I learned the most valuable lessons of life and leadership. There I learned that with every great opportunity comes an even greater obligation – to listen, to learn and to lead."

"Listen, learn and lead! Those will be my watchwords these next four years – a challenge to myself and to all of you. Given the world around us, the threats we face, we have no choice."

Mullen praised his predecessor for leading the Navy over the last five years and positioning the fleet to succeed. He expressed to his Sailors that it is up to them to continue to build on those successes.

"Adm. Clark put us in a position of enormous strength," said Mullen. "He took this Navy to a point - reformed us to a point - where we can now make decisions we simply couldn't make before."

"What we do with that strength, the kind of Navy we build and put

See CNO, next page

A New Era in Naval Leadership

Adm. Mullen Relieves Adm. Clark as CNO

By Journalist 1st Class (SW) Hendrick L. Dickson
Navy News Service

to sea in the future, is entirely up to us. The tiller is in our hands,” Mullen emphasized.

Clark first assumed duties as CNO in July 2000. During his tour, Clark led the Navy and its Sailors through a period of global change that marked the beginning of the war on terrorism. Clark implemented programs and transformed the Navy to help meet the challenge of those changes, effectively enhancing the fleet’s flexibility and creating a more responsive force.

“Today, the Navy is bringing incredible firepower around the world, every day, around the clock,” said Rumsfeld during his introductory remarks. “The programs that [Clark] has championed creates sustained striking power around world on short notice - including expeditionary strike groups, Sea Power 21, the SSGN and Fleet Response Plan.”

“We’ve already benefited from these innovations,” continued Rumsfeld. “The Navy was on station in the Arabian Sea within hours of the attacks on Sept. 11. And today Sailors are on the front lines of our country’s defense, and they contribute to a wide range of efforts, including, if one thinks about it, to the rapid life-saving work of the tsunami relief in South Asia. Vern Clark will be remembered for his vision, his courage in fashioning and transforming a service steeped in over two centuries of tradition – no easy task.”

During Clark’s final address as CNO, he expressed his pride to the numerous guests in attendance and recognized the Sailors he has served alongside during his career.

“I am so thankful for the doors that have opened to me in the past 37 years, and I am honored to count myself among the thousands of Sailors who wake up each morning to try to make a difference, and make our Navy a better place,” Clark said. “There is no better feeling in the world.”

“I have come to believe that the sum of all we are, and all that we can ever be, is founded in our shared beliefs,” continued Clark. “They are the hallmarks of our Navy institution; in biased view, the greatest Navy in the history of the world - the Navy I dearly love.”

Clark also reassured his Sailors that they are in good hands, as he expressed confidence in Mullen’s ability to lead the fleet forward.

“I am being relieved today by an inspired leader in our profession,” said Clark. “He has excelled in command at every level in this Navy of ours, and he will serve our Navy



Chief of Naval Operations (CNO) Adm. Mike Mullen gives his first remarks as CNO after being sworn in by Secretary of the Navy Gordon England. Mullen relieved Adm. Vern Clark as Chief of Naval Operations (CNO) during a late-morning ceremony at the U.S. Naval Academy. (U.S. Navy photo by Journalist 1st Class Brandon W. Schulze)



FLASHBACK (Sept. 23, 2003): (From left) Vice Adm. Alfred Harms (ret.), then commander, Naval Education and Training Command (NETC), Capt. Matt Peters, commanding officer, Human Performance Center (HPC), and Adm. Vern Clark, then Chief of Naval Operations (CNO), cut the cake at the HPC stand-up ceremony in Virginia Beach, Va. Adm. Clark’s tenure as CNO began July 21, 2000, making it the longest term served by any CNO since Adm. Arleigh Burke resigned in 1961. (Official U.S. Navy photo)

and our nation well as the Chief of Naval operations.”

Mullen has commanded Cruiser Destroyer Group 2 and the USS George Washington (CVN 73) battle group. Mullen’s last command at sea was as Commander, U.S. 2nd Fleet/Commander, NATO Striking Fleet Atlantic.

His most recent operational assignment was Commander, Joint Force Command Naples/Commander, U.S. Naval Forces Europe, where he had operational responsibility for NATO missions in the Balkans, Iraq and the Mediterranean, as well as providing overall command, operational control and coordination of U.S. Naval forces in the European Command area of responsibility.

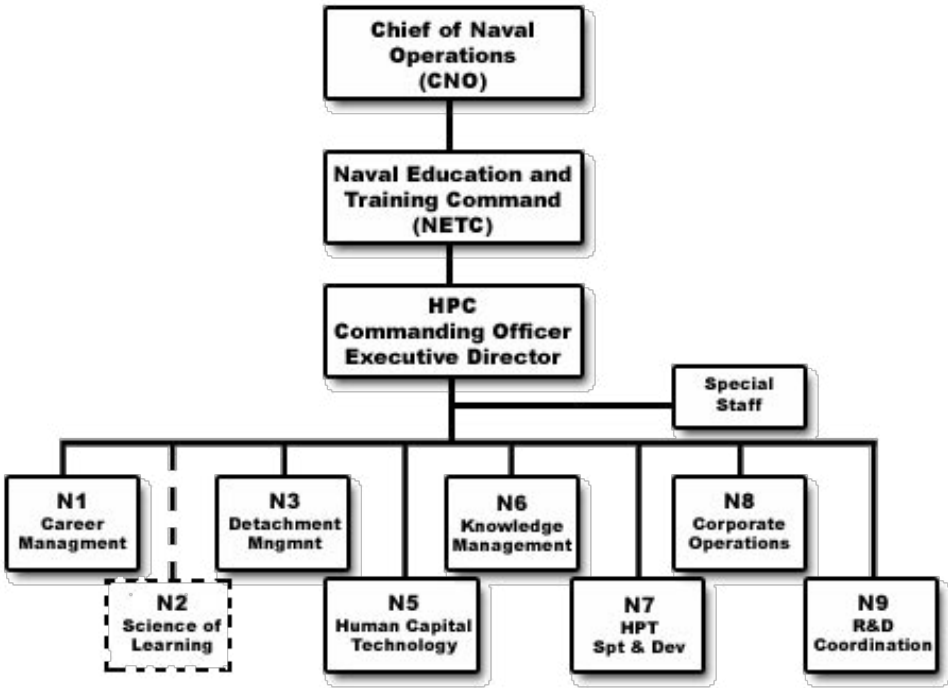
HPC Announces New Human Capital Technology (N5) Directorate New Directorate to coordinate performance measures and management systems

by Hugh C. Laughlin
 HPC Public Affairs Office

VIRGINIA BEACH, Va. - In an effort to streamline performance and ensure a quality human performance improvement product is available to the Navy, the Human Performance Center (HPC) announced the formation of a new directorate earlier this month.

This new directorate is a key part of the HPC mission. Showing the increased visibility to Human Capital Technologies, this directorate will work with and coordinate efforts in establishing performance measures and management systems.

“Forming the Human Capital Technology [N5] directorate will allow the HPC to better align with the Navy’s Human Capital Strategy, and continue performance improvement,” said Capt. Matthew Peters, HPC commanding officer.



The N5 directorate, Human Capital Technology, is more than a direct tie into the Navy’s performance system. “To say it is just the performance vector of the 5-vector model would be underestimating the goal of what we are trying to do here,” said Cmdr. Mark Bourne, N5 directorate lead. “My job is to deliver usable products to Sailors that benefit their daily work and performance in the Navy.”

“Part of the Navy’s Human Capital Strategy is to assess, measure and report the performance of the Navy’s human capital,” explained Bourne. “What we need to do is to capture the performance of the Navy’s most valuable assets, the Sailors.”

At the end of the day, it really is about performance, said Bourne. “From unit, team and now individual performance. The idea is that the N5 can link all those various performance element back up through the organization to the performance and requirements of the Navy.”

One project that this new directorate is actively working is changing the NAVFIT98A evaluation system to the new e-performance system. The current evaluation and fitness reporting system is a trait-based reporting tool. “What we are trying to do with e-performance is advance a behavior-based system, with verbiage that supports what those leadership behaviors look like,” described Bourne.

The upcoming e-performance system will highlight a 7-point scale for evaluating Sailors, based on behavioral descriptions drawn directly from the fleet. “We went to the fleet, and they gave us the descriptions of what good performance should look like,” said Bourne. “This wasn’t a bunch of top-heavy brass stating what the system would look like.”

The ability to accurately assess performance starts with the Human Performance Feedback and Development (HPFD) system. “Using this performance management tool has helped to develop the verbal anchors for the new performance appraisal system,” Bourne said.

Two other projects that N5 will be working are continuing to develop the HPFD to draw from the fleet the feedback needed to improve performance management. The second project is the work being done on with Human Capital Indexing (HCI).

HPC Stands Up Naval Safety Center Detachment

New Det focused on helping Safety Center improve on an already great product

by Hugh C. Laughlin
HPC Public Affairs Office

NORFOLK, Va. – In an ongoing effort to improve safety throughout the Navy, the Human Performance Center (HPC) established a new detachment at the Naval Safety Center in early June.

“In February, the Safety Center and NPDC [Naval Personnel Development Command] contacted HPC and asked for some assistance with the issue of private motor vehicle (PMV) mishaps and fatalities,” said Don Squibb, a program analyst with HPC. “This was in response to the Secretary of Defense’s mandate for the 50 percent mishap and fatality reduction effort that has been ongoing for the last couple of years.”

In 2003, Secretary of Defense Donald Rumsfeld challenged the armed forces to reduce their mishap count by 50 percent for FY04 and FY05. The 2005-2006 Navy Safety Campaign Plan provides Sailors and civilians the necessary tools to save lives, prevent injuries, and preserve resources. By fulfilling this mission, the hope is to develop a zero-tolerance for mishaps, successfully meet mission objectives, and exceed Secretary Rumsfeld’s 50 percent mishap-reduction goal.

This project evolved into a position paper on PMV mishaps and fatalities assessing previous Naval Safety Center efforts and provided recommendations for areas of further analysis, according to Squibb.

The PMV project and a command brief given to Rear Adm. Richard E. Brooks, Commander, Naval Safety Center, highlighted HPC’s value-added work to the safety center’s efforts, and prompted the employment of future HPC services and the stand up of a new detachment.

“The Safety Center does great work already,” said Lt. Cmdr. Janet Lomax, human performance technologist. “They are trying to make safety foremost in Sailors minds, and this

gives HPC a great opportunity to help improve on a quality product.”

The new HPC detachment’s first project will be looking at reporting, collection and analysis of PMV mishap data supported by the Safety Center’s mishap reporting system called WESS (Web Enabled Safety System), Squibb said.

“Rear Adm. Brooks’ desire to conduct a more detailed analysis of PMV mishap data has been the driving force behind this project,” said Squibb. “We have been asked to look at the data collection system and determine if the existing system is capable of providing the level of analysis the admiral desires.”

“Reducing mishap and motor vehicle fatalities is an enormous topic,” said Jim Driggers, HPC’s Naval Safety Center detachment lead. “So we have narrowed it down to something we want to address first, the data collection system.”

According to Driggers, another initial project the HPC detachment is actively working is a Science of Learning project on the development of a Safety Training Continuum.

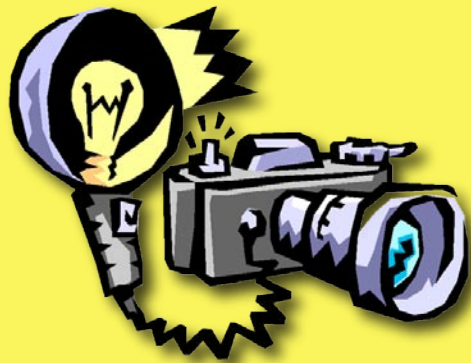
“The Safety Center’s goal is to accelerate experiential learning for the younger Sailors, and attempt to bring them up to a level of experience they would achieve quicker than if they continued on a standard path of learning.”

The Naval Safety Center is excited about the possibilities HPC brings to their command, said Lomax. “They have been very receptive to HPC activities and see the benefit of having us working with them.”

“They understand that some of their concerns are enormous in scope. They allow us to sit back, think about their topic, and present them with something manageable,” Driggers said.

See Naval Safety Center, next page





Caught on Camera Eye on the HPC



(Above) HPC Commanding Officer Capt. Matt Peters presented Certificates of Appreciation to members of the HPC N6 for their assistance in renovating spaces in the headquarters building. In the above photo, Capt. Peters presents Patrick Nichols with his certificate of appreciation with Chally Meeker looking on. Also receiving certificates were Meeker, Ralph Anderson and Mark Hackett. (Photo by Hugh C. Laughlin)

(Left) CSS HP Det's Dr. Monica Huff recently finished a marathon in Hawaii, her sixth state in which she's completed a 26.2-mile race. She has also run marathons in California, Alaska, Massachusetts, Virginia and Florida as part of her effort to run marathons in all 50 states before she turns 50 years old. (Photo by Monira Al-Haroun Silk, OnlineAthens.com Staff)

Naval Safety Center, from previous page

"The command has been extremely supportive," said Squibb. "We came in the door; they basically said there is your desk and computer, now how can we help you get to work?"

Sailors will benefit from the work being done by HPC at the safety center. "It is not just changing the attitudes of the young Sailors about mishaps and fatalities involved with private motor vehicles," said Driggers, "but their supervisors and peers as well need to understand that topics like this are not just a cost to the Navy, they affect all Sailors."

An organization like the Safety Center has impact and connectivity across the fleet, according to Squibb.

"If we can bring an HPC perspective to bear on the initiatives the Safety Center is working on, trying to correct performance deficiencies and reduce costs to the Navy, then I think this will be far more visible to the fleet Sailors than something like, 'we have fixed the schoolhouse'," Squibb said. "Fleet visibility through an organization like the Safety Center is a tremendous asset to HPC."